
Report To:	Policy and Resources Committee	Date:	17 September 2019
Report By:	Aubrey Fawcett, Chief Executive	Report No:	PR/23/19/LMcV
Contact Officer:	Louise McVey, Corporate Policy, Performance and Partnership Manager	Contact No:	01475 712042
Subject:	Inverclyde Best Value Assurance Report - Improvement Plan Progress Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to present the Policy and Resources Committee with an update on the Inverclyde Best Value Assurance Report (BVAR) Improvement Plan.

2.0 SUMMARY

- 2.1 The Inverclyde Best Value Assurance Report (BVAR) was submitted to Inverclyde Council on 29 June 2017 along with an Improvement Plan which was developed in order to address the recommendations made by Audit Scotland. The actions in the Improvement Plan have been absorbed into the Council's Corporate Directorate Improvement Plans (CDIPs).
- 2.2 It was agreed that the Committee would receive progress reports on the Improvement Plan approximately every 6 months. This is the fourth progress report to be considered by the Committee and brings together the updates on the improvement actions as reported in the Corporate Directorate Improvement Plan progress reports.
- 2.3 The current status of the 10 BVAR Improvement Plan actions is:

Status	Blue - complete	Red – significant slippage	Amber – slight slippage	Green – on track
September 2019	4	-	-	6

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee notes the progress made in regard to the BVAR improvement actions, as set out at appendix one.

**Aubrey Fawcett
Chief Executive**

4.0 BACKGROUND

- 4.1 The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Audit Scotland advises that the audit approach is proportionate, risk-based and is reflective of the context, risks and performance of an individual council. It also draws on intelligence from previous audit and scrutiny work.
- 4.2 Inverclyde Council's BVAR report resulted in an improvement plan to enable the Council to address the recommendations made by Audit Scotland.
- 4.3 The recommendations in the report were:
- To progress community empowerment to the level that the Act requires, the Council will need to further develop the capacity of communities it is working with. It will need to raise awareness of the possibilities for communities, and look at the level of funding and staffing required to work with communities to progress initiatives including the transfer of assets and participatory budgeting (Action BV1).
 - The Council and its partners should use the Local Outcome Improvement Plan to develop a single set of outcomes which simplifies the strategic and planning framework (Action BV2).
 - The Council should develop more detailed workforce plans and longer-term forecasts of workforce numbers and skills required (Actions BV3 and BV7).
 - Actions to deliver strategic improvements should identify the difference they are expected to make to the overall strategic outcomes, with milestones at key intervals (Action BV4).
 - Key corporate initiatives such as City Deal projects and shared services should be reflected in updated corporate planning documents (Actions BV5 and BV8).
 - The Council should embed the recent introduction of directorate change management groups to prioritise, manage and monitor service improvement activity (Action BV6).
 - The Council has experienced delays in its City Deal projects. Councillors and officers should continue to focus significant efforts on developing these projects with private sector partners (Action BV9).
 - A detailed review of earmarked reserves should be undertaken with the new Council as part of the 2018-20 revenue budget development (Action BV10).
 - Councillors should consider continuing with the Members' Budget Working Group, given the financial challenges that exist and the key decisions that will need to be made following the May 2017 local government election (see paragraph 4.4 below).
 - All service review reports should be presented to councillors at the relevant service committee, in accordance with the Council's service review guidance. Councillors should also receive progress reports on service reviews (see paragraph 4.4 below).
- 4.4 In regard to the Members' Budget Working Group it was agreed unanimously by the Council to continue with this group, as recommended by Audit Scotland. Service review reports are reported to relevant service committees as they are completed. The timing of reporting of some service reviews is affected by the budget planning process.

4.5 Attached at Appendix 1 is a full progress report on the improvement actions included in the BVAR Improvement Plan. Highlights of the activity which has been undertaken since the last progress report includes:

- A Leadership event and workshop took place on 25 June 2019. The views of senior managers were captured on the key challenges that lie ahead and the actions that are needed to key challenges ahead. The feedback from the event will be used to inform the Council's Organisational Development Strategy.
- The Corporate Plan Annual Report was approved by the Policy and Resources Committee at its meeting on 6 August 2019. The Annual Report contains a range of performance measures as well as examples of projects and initiatives that have delivered improved outcomes for residents.

4.6 Members will be aware from earlier progress reports that a number of the improvement actions are now complete:

- The new Inverclyde Outcomes Improvement Plan was approved by the Alliance Board in December 2017. The LOIP has one set of strategic outcomes, the SHANARRI wellbeing outcomes and three strategic priorities. The LOIP Annual Report 2018/19 has been approved by the Alliance Board (BV2).
- Key corporate initiatives, such as City Deal and Shared Services are reflected in updated corporate documents, including the Local Outcomes Improvement Plan, the LOIP Annual Report, Inverclyde Council Corporate Plan 2018/22 and the Corporate Plan Annual Report 2018/19 (BV5 and BV8).
- All succession plans are now complete (BV3 and BV7).
- A full review of earmarked reserves has been completed (BV10).

4.7 The status of the 10 improvement actions is:

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5.0 IMPLICATIONS

5.1 Financial Implications - One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
n/a					

Financial Implications - Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if applicable)	Other Comments
n/a					

5.2 Human Resources: none at present

5.3 Legal: none at present

5.4 Equalities: none at present.

5.5 Repopulation: A positive BVAR for Inverclyde Council contributes to the work of promoting Inverclyde as a good place to live and work.

6.0 CONSULTATION

6.1 n/a

7.0 CONCLUSIONS

- 7.1 There is good progress being made against the recommendations for improvement from Audit Scotland and these have been used to inform the self-evaluation processes used to develop improvement plans for the organisation. By embedding the improvement actions within the CDIPs, this allows the Council to ensure delivery.

8.0 LIST OF BACKGROUND PAPERS

- 8.1 Inverclyde Best Value Assurance Report 2017 <http://www.audit-scotland.gov.uk/report/best-value-assurance-report-inverclyde-council>

Appendix One: Actions to address BVAR recommendations

BVAR Improvement Action Plan

Ref no	Area of Directorate activity	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	Progress update September 2019	Status 01/09/19
BV1	The Community Empowerment (Scotland) Act 2015	<p>The Council and the CPP are ready for the implementation of the Community Empowerment (Scotland) Act 2015, working with partners to deliver on the statutory requirements. Each element is in place across all Services.</p> <p>There are locality profiles and plans for the agreed localities across Inverclyde, mapping assets and issues, agreed with and led on by communities.</p> <p>Services/CPP partners and communities use these profiles to plan service delivery, targeting inequalities and working to reduce them</p> <p>All Inverclyde Alliance Partners are investing in building the capacity of</p>	<p>Respond to Scottish Government guidance.</p> <p>Bring the improving data analysis group together to gather information around the agreed localities</p> <p>Facilitate improved community engagement in the development of Locality Plans and community planning through Wellbeing Clusters and the development of more robust community engagement methods, including Place Standard</p> <p>Timescale: October 2017</p> <p>Set up working groups to cover each element, for example, legal, environmental, community learning</p>	<p>Locality plans are available for Port Glasgow, Greenock East and Central and Greenock South and South West.</p> <p>Community Food Growing Strategy in Place</p> <p>A broader range and number of individuals and community groups are engaged and contributing to the development and delivery of Locality Plans and community planning.</p> <p>The Council is ready to manage participation request and asset transfer requests</p> <p>Communities are making full use of the Community Asset Transfer, Participation Request and Participation in</p>	<p>Steven McNab/Grant McGovern/Gerard Malone</p>	<p>An agreed structure is now in place for locality planning along with a Communication and Engagement Strategy and Action Plan.</p> <p>Six community events are planned for the last two weeks in August/early September to obtain a better understanding of community priorities and provide an opportunity for community members and organisations to come together to shape the future and highlight where changes could be made to improve the lives of those living in our communities.</p> <p>Guidance to local authorities on part 9 of the Community Empowerment (Scotland) Act 2015 – Allotments was published at the end of June 2019. The guidance includes reference to the duty to prepare a food growing strategy and this is currently being considered by officers.</p>	 Green – on track

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		communities so that they may take full advantage of their rights set out in the Community Empowerment Act.	and development, property etc. October 2017 Create a community food growing strategy. Awaiting guidance re timescales. Through the Community Engagement Network, highlight to the Alliance Board the resources required to effectively deliver on community empowerment/ engagement and capacity building, and make recommendations to the Alliance Board. December 2017 meeting of Alliance Board.	Public Decision-Making elements of the Community Empowerment Act.			
BV2	Local Outcome Improvement Plan (LOIP)	Community engagement has taken place to help develop the new LOIP and to assess whether the current outcomes are appropriate.	Carry out a strategic assessment to inform the new LOIP, including engagement with communities Use locality profiles to inform	Community Engagement taken place. LOIP produced and agreed by all partners.	All IOIP Leads	The new Inverclyde Outcomes Improvement Plan was approved by the Alliance Board at its meeting on 11 December 2017. The LOIP has one set of outcomes, the wellbeing outcomes and 3 strategic priorities. A comprehensive Strategic Needs Assessment for Inverclyde has	 Blue - complete

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		<p>New Local Outcome Improvement Plan agreed and being delivered.</p> <p>One set of outcomes is adopted by the Alliance and the Council.</p>	<p>development of the LOIP</p> <p>Timescale: 1 October 2017</p>			<p>been developed and is appended to the LOIP.</p> <p>Work is ongoing to develop the Locality Plans.</p> <p>The Local Outcome Improvement Plan Annual Report was approved by the Alliance Board in March 2019 and the Policy and Resources Committee on 6 August 2019.</p>	
BV3	Corporate Workforce Planning and Development	Continue to ensure workforce planning and development is integrated into CDIPs, risk registers and workforce plans are in place for service areas to address the key workforce challenges over the next 3 years and into the longer term.	<p>Analysis of workforce data and learning needs with a coordinated approach to WP and L&D solutions.</p> <p>Including future workforce requirements.</p> <p>March 2018.</p>	<p>WP and L&D activity is prioritised and needs are met through coordinated and cost effective approaches.</p> <p>Appropriate WP and L&D interventions are implemented to address key workforce challenges over the next 3 years.</p>	Steven McNab	<p>A Leadership event and workshop took place on 25th June 2019. Views were captured from senior managers on the key challenges ahead and the actions needed to address these.</p> <p>The feedback received from the event will be used to inform the Organisational Development Strategy.</p>	 Green – on track
BV4	Measuring Impact on Outcomes	Inverclyde Alliance and Inverclyde Council are better able to demonstrate impact on outcomes, at various levels across services and programmes.	<p>Working with experts and other performance management specialists, processes will be developed to better measure impact on outcomes.</p> <p>By March 2018</p>	<p>In the next Best Value Assurance Report Audit Scotland are assured that Inverclyde is able to demonstrate impact on outcomes for all its children, citizens and communities.</p>	Steven McNab	<p>A review of the KPIs has been carried out to ensure that our performance measurement is linked to our corporate plan priorities. This will provide a set of measures that help demonstrate progress in delivering the council's organisational priorities.</p> <p>The first Corporate Plan Annual Report was considered by the Policy and Resources Committee on 6 August 2019. The Annual Report contains a range of performance measures as well as</p>	 Green – on track

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						<p>examples of projects and initiatives that have delivered improved outcomes for residents.</p> <p>The improvement actions in the new CDIPs 2019/22 are aligned to the delivery of the Corporate Plan organisational priorities.</p> <p>This topic remains on the agenda of the Scottish Performance Management Forum as councils continue to learn from each other.</p> <p>An annual report for the Inverclyde Outcomes Improvement Plan has been approved and is available on the council's website.</p>	
BV5	Key Corporate Initiatives	Key corporate initiatives are reflected in updated corporate documents, included as part of the review of the Strategic Planning and Performance Management Framework.	When drafting the new LOIP and Corporate Statement, references to City Deal and shared services will be made. By March 2018.	The LOIP and Corporate statement make reference to City Deal and shared services.	Steven McNab	<p>The new Inverclyde Outcomes Improvement Plan includes reference to City Deal and was approved by the Alliance Board on 11 December 2017.</p> <p>The new Corporate Plan 2018/22 was approved by The Inverclyde Council on 7 June 2018. City Deal was reflected in the Corporate Plan 2018/22 and updates are included in both the LOIP Annual Report 2018 and the Corporate Plan Annual Report 2018/19.</p>	 Blue – Complete
BV6	Change Management	Services have been reviewed and where appropriate redesigned to ensure they are fit for purpose, meet	3 Change Management Directorate Groups are established to review progress on all change projects	Savings are identified through change management process.	Ruth Binks/ Louise Long/ Scott Allan	<p>Regular meetings take place and officers are progressing all change management proposals.</p> <p>There is a new structure of ECOD Heads of Service now in place.</p>	 Green – on track

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		customer's needs and are efficient.	on a monthly basis. The Group will be chaired by the Corporate Director and consist of the DMT plus Finance & HR support. Heads of Service will be accountable for promoting change management projects and taking necessary action to ensure timeous delivery. Progress reports using a RAG status will be submitted to the Corporate Management Team. Once further work on Change Management is embedded with the new Council, in the summer of 2017, regular updates will be presented to the Policy & Resources Committee.	Change Management Directorate Groups meeting regularly. Bimonthly review of progress by the CMT using a RAG report.		HSCP Transformation Board meetings are diaried in advance with clear links to the Strategic Plan and associated 6 Big Actions.	
BV7	Succession Planning	Develop and Implement a Succession Planning programme for the Council.	Develop and Introduce Succession Planning programme in consultation with key stakeholders December 2017	A Succession Planning programme will be developed and rolled out across the Council to support the Councils workforce meet future challenges.	Steven McNab	All plans are complete.	● Blue – Complete

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BV8	Environment and Public Protection – service wide	Appointment of a lead change officer and the production of a detailed Business Plan for shared services.	<p>Through joint collaborative working and with partner authority and the successful development of the detailed Business Plan in Autumn 2017.</p> <p>Progress throughout 2018 was associated with achieving agreement across workforces in both Council and Council approaches.</p> <p>Action timeline for 2019 includes; -</p> <p>January 2019 Workforce Briefings</p> <p>Jan–March 2019 Workshops to identify: Early Wins Collaboration/Resilience/Efficiencies</p> <p>Opportunities for use of Technology</p> <p>Resource & Performance Issues</p> <p>Apr–Sep 2019</p>	<p>A staged approach for the detailed Business Plan reported to the joint Committee and tracked against timescales and targets</p>	<p>Lead change officer reporting through Chief Executives Group and Corporate directors</p> <p>Scott Allen Gail McFarlane</p>	<p>Inverclyde and West Dunbartonshire have appointed a shared Head of Service to manage roads and transportation services in both councils.</p> <p>The development of resilience and shared service for roads is in place. The wider service business case is being developed.</p> <p>A full report was considered by the Environment and Regeneration Committee on 29 August 2019.</p>	 Green – on track

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			<p>Service Proposals & Implementation</p> <p>May-Dec 2019</p> <p>Develop Strategic Business Cases:</p> <p>Fleet/Waste/Greenspace/Street Scene</p>				
BV9	Regeneration	<p>Implementation of projects in respect of Inverkip road infrastructure</p> <p>Implementation of the projects to expand the quayside and delivery of a new visitor centre at Greenock Ocean Terminal</p> <p>Progress the Inchgreen project</p>	<p>Outline Business Cases will be presented to Environment and Regeneration Committee for approval</p> <p>OBC to be ratified by The Glasgow City Region Cabinet</p>	<p>Reports on progress will be delivered to the City Deal Project Board</p> <p>Project Monitoring Office – 4 weekly</p> <p>Inverclyde Council Environment & Regeneration Committee</p>	Scott Allan	<p>Regular updates are provided to the Project Board and to Committee.</p>	 Green – on track
BV10	Reserves	A full review of earmarked reserves has been undertaken and reflects the Council's medium term financial priorities and challenges.	<p>Members' Budget Working Group will undertake review in September to December 2017 and any decisions will be taken in February 2018 as part of the budget.</p>	<p>Report is available regarding the review of earmarked reserves and this complies with the Approved Reserves Policy.</p> <p>Regular reporting of Reserves position to Committees and bimonthly review by the CMT.</p>	Alan Puckrin	<p>Complete. A review has been undertaken and with write backs of £2.3million agreed by the Council on 21st December 2017.</p> <p>Further decisions on the use of the Council's Reserves were taken in March, 2018.</p>	 Blue - complete